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# LAND REFORM IN AFGHANISTAN (LARA)

QUARTLERLY REPORT 3<sup>rd</sup> Quarter 2011  
April – June 2011



**Cover Page Credits:** From Left to Right Ajmal Shams, Director General of MUDA Planning; Asef Rahimi, Minister of Agriculture, Irrigation and Livestock; Omar Zakhilwal, Minister of Finance; U.S. Ambassador Karl W. Eikenberry and Earl Gast, Mission Director, USAID, gather to sign the Land Reform in Afghanistan (LARA) joint statement at the Ministry of Finance on Wednesday, June 8, 2011. © United States Embassy Afghanistan

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# **LAND REFORM IN AFGHANISTAN (LARA)**

## **QUARTERLY REPORT (3<sup>rd</sup> QUARTER) APRIL– JUNE 2011**

**JULY 2011**

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# PREFACE

The United States Agency for International Development (USAID) Land Reform in Afghanistan Project (LARA) is managed by Tetra Tech ARD under USAID Contract No. 306-C-00-11-00514-00 (signed 30 January 2011), with implementation assistance from its partners Tetra Tech DPK, International Land Systems (ILS), Development & Training Services Inc (dTS), and Landesa (formerly the Rural Development Institute). LARA's primary government partners are ARAZI (formerly the Afghan Land Agency), the Ministry of Urban Development Affairs (MUDA), the Independent Directorate of Local Governance (IDLG), as well as the Supreme Court and selected local municipalities.

The purpose of the LARA project is to develop a robust, enduring, and Afghan-owned and-managed land market framework that encourages investment and productivity growth, resolves/mitigates land-based conflict, and builds confidence in government's legitimacy, thereby enhancing stability in Afghan society.

The Project continues USAID/Afghanistan's support for land reform and land rights strengthening that began through the earlier LTERA Project. The LARA Project comprises an 18-month Base Period and an 18-month Option Period, with a contract amount of \$41.8 million.

LARA is designed to contribute to USAID's AO and Afghanistan National Development Strategy. Three influences will help shape LARA's contributions to this Objective: (1) the foundations provided by the former USAID Land Tenure and Economic Restructuring in Afghanistan (LTERA) project that provides a starting point and methods that can be adapted; (2) USAID/Afghanistan management objectives including Afghanization and conflict mitigation; and (3) the following major LARA objectives:

1. Strengthen institutional, policy, and legal reform to secure property rights for Afghan citizens;
2. Improve property rights delivery (land administration and formalization);
3. Enable all citizens (women, minorities, and vulnerable populations) to exercise their rights through public information awareness (PIA);
4. Strengthen land dispute resolution processes to reduce conflict and promote peace and stability;
5. Promote economic development through clear and enforceable property rights, PIA, land rights delivery, and land dispute resolution; and
6. Provide assistance in the cross-cutting areas of gender, training, PIA, and private sector development.

These objectives are supported by four components that provide the over-arching structure for programming activities and tasks in the work plan are as follows:

1. Assist ARAZI to identify, manage, lease, and obtain revenue from Afghan government lands and provide targeted technical assistance;
2. Build capacity of private sector service providers to provide land-related services to Afghan private and public sectors;
3. Support MUDA, Afghan Geodesy and Cartography Head Office (AGCHO), IDLG, and selected municipalities with informal settlements upgrading, formalization, cadastral mapping, laws for urban planning and land use regulation, and training in planning and enforcement; and
4. Strengthen tenure security by supporting the Supreme Court and communities with rights formalization and informal dispute resolution.

# ACRONYMS AND ABBREVIATIONS

AGCHO	Afghan Geodesy and Cartography Head Office
AIMS	Afghanistan Information Management Systems
ALCBO	Afghan Land and Capacity Building Organization
ACCI	Afghanistan Chamber of Commerce and Industries
ALCO	Afghan Land Consulting Organization
AIHRC	Afghanistan Independent Human Right Commission
AO	Assistance Objective
APPF	Afghanistan Public Protection Force
ARAZI	Afghanistan Land Authority
BizCLIR	Business Climate Legal and Intuitional Reform
COP	Chief of Party
CLIR	Commercial Law and Intuitional Reform
CRA	Cooperation for Reconstruction of Afghanistan
DCOP	Deputy Chief of Party
DCEO	Deputy Chief Executive Officer
DFID	United Kingdom's Department for International Development
EOL	Expression of Interest
GIRoA	Government Islamic Republic of Afghanistan
dTS	Development and Training Services, Inc.
HARAKAT	Afghan Investment Climate Facility Organization
KURP	Kabul Urban Reconstruction Project
KCI	Kabul City Initiative
IDLG	Independent Directorate of Local Governance
ILS	International Land Systems
LARA	Land Reform in Afghanistan
LLT	LARA Launch Team
LTERA	Land Tenure and Economic Restructuring in Afghanistan
MAIL	Ministry of Agriculture, Irrigation, and Livestock

MCIT	Ministry of Communication and Information Technology
MOU	Memorandum of Understanding
MUDA	Ministry of Urban Development Affairs
NRC	Norwegian Refugee Council
PIA	Public Information Awareness
PMP	Project Monitoring Plan
PSC	Private Security Contractors
SDO	Sanayee Development Organization
SWOT	A type of Analysis Consist of Strengthen, Weakness, Opportunity and Time
SGI	Spectre Group International
SOP	Standard Operating Procedures
SUPPORT	Services Under Program and Project Offices for Results Tracking
TLO	The Liaison Office
USG	United States Government
USAID	United States Agency for International Development
WLRTF	Women Land Rights Task Force

# 1.0 EXECUTIVE SUMMARY

The Land Reform in Afghanistan (LARA) Project contract was awarded to Tetra Tech ARD on January 30, 2011 by the United States Agency for International Development (USAID). Following a nearly year-long procurement process, the project started mobilization, coordination and activity start-up in the field.

During this Quarter, Project implementation focused on the following overarching priorities: activity mobilization, initiate programs assessments, draft and publish Scopes of Work (SOWs), and operational startup. Significant strides were made in all these areas: identification and upgrading of office and residential space, hiring of 50 local staff and the hiring of the international long and short term consultants, the drafting of a performance monitoring plan, the design and approval of the LARA project Work Plan and GANTT, and the assessment of private sector companies.

The three most relevant events during the period were the launching of the project, LARA's budget cut of US\$30M over an extended period of 36 months, and the design of three different scenarios that would give options to reduce the work plan but maintain the back bone of the project as well as those activities that will facilitate accomplishing LARA's purpose and objectives.

LARA was officially launched in a ceremony at the Ministry of Finance on 8 June. The U.S. Ambassador, Karl W. Eikenberry; the USAID Mission Director, Earl Gast; the Minister of Finance, Dr. Omar Zakhilwal; the Minister of Agriculture, Irrigation and Livestock, Mr. Mohammad Asif Rahimi, along with the Director General of Planning and Policy of MUDA, signed a Memorandum of Understanding (MOU), declaring collaboration in working towards land reform in Afghanistan.

On 6 June, USAID informed the Project that the LARA budget was to be cut from US\$69M to US\$41.8M over a period of 36 months. As a result, the Project was forced to begin working on severe changes to its Work Plan and underlying GANTT as well as the corresponding changes to the operating budget.

Depending on the guidance from USAID, a series of steps will follow related to the amendment of USAID Contract No. 306-C-00-11-00514-00 in the technical area and its related budget, the preparation of a new Work Plan, the redesign of the GANTT to reschedule the activities to be implemented, the adjustment of the PMP, and finally, the redesign of LARA's organization as well as local and international consultant's scopes of work.

On the issue of Security, on 5 June, USAID's Contracting Officer, Mr. Robert Schmidt, indicated that TTARD's proposed security Contractor, GardaWorld, had not been an approved sub-contractor under the Contract. This effectively meant that the security contract would have to be rebid. The result was that a "Long-Term Security Plan" could not be completed during the term of this consultancy. Nevertheless, a Temporary Plan was developed and submitted to USAID. An RFP for Security was published and Garda



**Figure 1: From right to left U.S. Ambassador, Karl W. Eikenberry, Dr. Omar Zakhilwal, the Minister of Finance, Mr. Mohammad Asif Rahimi, the Minister of Agriculture along with the Deputy of Minister of Urban Development in the LARA launching ceremony**



World was the successful bidder. That contract is currently with USAID for vetting (after the end of this reporting quarter). Until that security contract is approved, movement of project activities will be adversely affected and costs associated with accommodation will be increased (because the Project will have no armed security).

During this reporting period LARA hosted several meetings with GIRoA counterparts at ARAZI, AGCHO, MUDA, and IDLG, officials of Herat Province, and the Supreme Court. Discussions with the Supreme Court revealed an overlap between LARA's Component 4 and other projects with a different source of funding. The Supreme Court said a contract funded by DFID through HARAKAT of USD \$5.5 million will be working on the digitizing of deeds, refurbishing of the Deeds Registry and 18 Tribunals at the regional level, and installation of IT systems within other activities. This discussion draws attention to the need of a coordination meeting between other donors and USAID to harmonize program activities and to avoid overlap between projects being implemented in the same sector and areas.

The Private Sector Assessment Workshop was conducted at the Checchi SUPPORT compound. In the workshop, LARA's core private sector partners learnt the needs assessment methodology. The participants also initiated a series of exercises meant to gauge the primary strengths and weaknesses of the partners. These exercises included a SWOT analysis and also a guided questionnaire, which will provide quantitative information for the needs assessment analysis. Fourteen male participants attended the workshop from private sector partner organizations such as ALCO, SDO, TLO, CRA, Land Rights and ALCBO.

LARA senior management had a very productive 2-day field trip to the city of Herat and met with government officials such as H.E. Saba, the Governor of Herat, H.E. the Mayor, the Director of Economy and the Deputy Director of the Department of Urban Development Affairs, RAMP-UP West, the USAID western office, as well as non-governmental stakeholders regarding land and planning-related issues in the province. The purpose of the trip was to gain a preliminary understanding about the status of the public institutions which deal with land management, coordinate with regional representatives, learn about other donor projects, the work of women-led NGOs and local coordination mechanisms. A detailed Mission Report can be found in the Annex of this document.

LARA hosted several high-level strategic meetings this quarter, including meetings with MAIL/ARAZI, MUDA, IDLG, AGCHO and relevant stakeholders in Kabul. These meetings – forums discussed gaps in expectations between the GIRoA and LARA. During this process, consensus was reached on project strategies, methodologies, timeframes, cooperation, activities and deliverables for each relevant activity to the organization. Through these meetings a draft memorandum of understanding (MOU) was prepared between the stakeholders and the LARA Project in respect of the future coordination and activities implementation in the targeted areas.

The BizCLIR assessment was commenced by LARA via an effective and competitive process; ALCO, the successful sub-contractor, along with a visiting Short-term Consultant from the project, began meetings, interviews, research and a review of institutions and available legislation.. Moreover, an initial draft of Scope of Work (SOW) for the institutional needs assessment of ARAZI, AGCHO, MUDA, IDLG, municipalities and the private sector is being developed. This will identify the problems related to the management capabilities, organization, administrative and finance systems, human resources system, procedures, infrastructure and IT gaps and shortcomings, including the immediate needs of the office for professional land management and other related areas.

LARA has begun the initial steps pertaining to support for GIS, survey, and cadastral/land record instruction in Afghan universities. A team of LARA staff hosted several meetings with Kabul Polytechnic, Kabul University, and the AGCHO Institutes in early June 2011 for the purpose of assessing the existing GIS education facilities and equipment. Based on these meetings, there is a critical need for more GIS teaching staff and improved teaching facilities. Specific methods of support are being investigated through the combined efforts of Components 2 and 3. The three institutions concerned, Kabul University, Kabul Polytechnic and the AGCHO Training Institute, have now provided LARA with their priorities for technical assistance. These are primarily in the areas of updated computing laboratories and new technical equipment.

LARA senior management convened a GANTT review and tracking meeting with all the project components. During this meeting, LARA senior management discussed activity progress, challenges, constraints and ways forward for activities implementation. Considering the component deliverables, project activities were largely in accordance with the planned timeline and proposed achievements during this Quarter.



**Figure 2: LARA presented a GIS research seminar attended by faculty of Geo-science students and staffs at the Kabul University.**

## 2.0 PRIMARY FINDINGS THIS QUARTER

As a result of research and assessments this Quarter, LARA identified a number of important issues that will need to be addressed over the course of the Project. These include:

- Complex and conflicting rules and regulations relating to management, registration and issuing deeds, including title deeds. Lengthy processes and procedures undermining the formalization of an organized land market and the legitimacy of government's rule of law.
- Lengthy land transfer processes from ARAZI to the municipality or from other entities for the purpose of urban planning and development is an issue. It is often difficult to transfer a piece of land from ARAZI or MAIL. In many instances areas for urban development that have been already been identified, takes more than a year for the process to be completed (this is especially a challenge in Provinces outside Kabul).
- Experience from the World Bank KURP Project's 6 years of upgrading work in informal settlements in Kabul shows the importance of "street-level governance" knowledge and practice, which imply good community negotiation skills and solid conflict resolution procedures to solve the issues arising from planning and construction work.
- Informal settlements constitute about 75% of Herat city. Evidence seems to indicate that the conventional distinctions between "formal" and "informal" settlements in terms of services, infrastructure and social vulnerability may no longer be as relevant because of increasing overlap in settlements. In fact, some "informal" settlements in breach of land use regulations may have gained relatively better access to water and energy supply than other "formal" settlement in the city.
- The most prevalent issue in relation to land management currently in Afghanistan appears to be that of security of tenure, with land seizures and disputed claims to land reported as the major issue by all informants.
- The land rights of women and other vulnerable populations are reportedly the most frequently breached by others including the authorities responsible for enforcing them.
- There is greater support for customary land dispute resolution mechanisms than others. The Courts and other judicial methods are generally perceived by many to be expensive, time-consuming and too vulnerable to corruption to be of value to most citizens.
- There have been several key findings in relation to the Government's Communications approach (Component 5). The most positive was the strength of ARAZI's Communications Office. They have the groundwork laid out but not yet the staff and resources to implement provincially. LARA can help support this in the municipalities where the Project will work. Separately, the meetings in Herat shed light on the importance of community outreach. The Mayor's office has a newsletter and a weekly TV show, but much more will be needed to get key information and messaging out to the population from all government institutions and private sector entities. If necessary, LARA will support this activity. Also, in meetings with the Component 3 team, it was found that the MUDA in

Kabul has no public outreach processes involving the communities. Component 5 will investigate further and offer solutions.

- Capacity Building is of utmost importance for the development all organizations (public or private), at all levels. All organizations need to build technical expertise in their staff to perform their responsibilities properly.
- In Afghanistan, the concept of capacity building and institutional development is not often taken into consideration by the Afghan government or non-governmental organizations. A person who works with the Afghan government or a private company for many years may not receive any technical training or technical skills in their relevant field to tackle the new challenges.
- Through the private sector needs assessment and meetings with concerned partners both in Kabul and Herat, it is interesting that none of these partners follow a regular plan of capacity building and training, while the knowledge and skills of their human resources do not match the new challenges they face. It has therefore been very positive to see that the stakeholders are very optimistic about the LARA capacity building and training plan, and they have enthusiastically welcomed the LARA team.
- The current personnel in Component 2 are qualified and will meet the requirements for implementation of a comprehensive capacity building program.

Additionally, the following lessons learned have derived from TTARD's world-wide experience related to land reform and land market frameworks.

- Reform (political, legal and technical) takes time, 10-15 years at least; sustained donor commitment required
- Donor coordination important for managing wide variety of inputs
- Successful programs work within broader government reform projects
- Key government stakeholders need to champion the process
- Technical support must work closely with all actors to ensure that technical knowledge is passed on
- Extensive public information campaigns and public consultation are key in fostering political will and public endorsement
- Targeting of gender issues must be undertaken
- Community participation in the property demarcation is essential to community ownership of the process

## 3.0 ACHIEVEMENTS

Key achievements during this Quarter include the following:

- LARA made significant progress in working with ARAZI's senior management and other key stakeholders including HARAKAT and ISAF. This coordination should enable the smooth implementation of LARA's activities.
- LARA's senior management attended the Property Registry and Transfer Working Group in HARAKAT. The LARA team also contributed significantly to the final report drafted as part of the working group, which was then submitted to the World Bank and Ministry of Commerce & Industry.
- LARA worked closely with the Department of Dispute Resolution of ARAZI to analyze the current legal framework and processes that will guide the project's technical assistance activities in the near future.
- LARA and ARAZI have reached agreements on project's strategy, timeline, processes and deliverables, which were then incorporated in the MOU signed. The document was shared with USAID and submitted for final approval.
- Completion and publication of the Scope of Work (SOW) and RFQ for the CLIR and BizCLIR assessments. The LARA Evaluation Committee has selected ALCO as a qualified organization to provide BizCLIR services for the project. The partner along with the sub-contractor have already initiated interviews and meetings as part of their research on current legislation.
- Made progress on working in partnership with ARAZI on advancing the Public Information and Awareness (PIA) campaign and on establishing settlement committees.
- LARA held several technical meetings with the Deputy Chief Executive Officer (DCEO) of ARAZI in order to discuss the GANTT and sub-activities of Component 1. The team reached a better coordination mechanism of project implementation.
- LARA has initiated and cultivated the partnership with the Dean and staff members of the Faculty of Geo-Science at Kabul University for the purposes of assessing the existing GIS education facilities, to establish priority needs and to assess the existing educational program in Geodesy. As a result, LARA's Senior Cadastral Systems Specialist was invited to deliver a guest research seminar in GIS to forty staff members and students at the Kabul University, which included an overview of LARA and its objectives.
- LARA has initiated communication with the Director of the AGCHO Geodesy and Cartography Training Institute and the Head of the AGCHO Cadastre Department.
- LARA hosted the first coordination meeting with the COP and DCOP of "RAMP-UP South". As a result, the LARA staff learned about the setup, scope of work and activities of the RAMP-UP team operating in Kandahar (especially in Districts 1, 2 and 3, where they have completed their first year of operations). This detailed presentation of RAMP UP components enabled the LARA team to better understand the challenges that might be encountered during the surveys and implementation phases of the project.

- The team attended a meeting at UN-HABITAT, Kabul. HABITAT mapped and recorded 25,000 properties in the last two years in the informal settlement of Loyawalla in District 9 Kandahar. The project which was undertaken in partnership with the municipality and which is presently phasing out provided a good opportunity for learning about best practices and lessons learned.
- The team visited the World Bank-funded Kabul Urban Reconstruction Project (KURP) in MUDA to discuss their 5-year experience with settlement upgrading in Kabul. The KURP engineers and Acting Head shared lessons learned from their coordination and day-to-day negotiations with community-based representational structures, municipal authorities and sub-contractors. The team offered some insights on their “street-level governance” practices, such as conflict resolution procedures, that are highly relevant to LARA’s upgrading component.
- As part of Component 3 the LARA team has been active in collating published research and other relevant documentation for research and documentation purposes. The materials include some unpublished planning reports and socio-economic questionnaire forms developed in Kabul that will be a useful reference for its urban planning activities.
- The team took part in a two-day fact-finding mission to Herat where it met with government officials such as H.E. Saba, the Governor of Herat, H.E. the Mayor, the Director of Economy and the Deputy Director of the Department of Urban Development Affairs, as well as non-governmental stakeholders such as RAMP-UP West, UNDP and local NGOs. The purpose of these meetings was to introduce the LARA Project and discuss land and planning-related issues in the province. The team also met with Jim Wright, Senior Development Officer of the USAID Western Office and explored possible collaboration in the province.
- The team met with the COP and DCOP of the Kabul City Initiative project (KCI), with the purpose of finding out more about KCI’s activities in Kabul. LARA obtained a copy of KCI’s 2011 Baseline Resident Survey and discussed findings of their recent municipal employees’ skills survey. KCI has developed an intensive 3-year training program matrix, which might provide an important reference for LARA’s own future institutional training. Another common element with the KCI project is their project aimed to improve citizen participation at the Nahia level.
- LARA conducted an assessment workshop for its core private sector partners. The main output of this workshop was the results of the SWOT analysis session, which was the base for the first phase of the private sector needs assessment.
- LARA developed Scopes of Work (SOW) for various positions, among which Long Distance Training Methodology and Curriculum Development.
- LARA’s three core private sector partners attended an event given by the American Chamber of Commerce in Afghanistan on project financing.
- LARA contracted Landesa to design the Gender Assessment Framework to be conducted in July. Additional sections to assess legal and customary dispute resolution practices incorporated into the assessment framework.
- LARA finalized and posted three Gender and Dispute Resolution Assessment RFPs with the intention they be conducted in Jalalabad, Herat and Kandahar.
- Component 4 staff met with a local women organization active in women’s rights, peace and dispute resolution. The staff collected information about women’s rights issues and explored possible partnership to implement the recommendations of the Gender and Dispute Resolution Assessment.
- LARA investigated the situation in relation to land seizures and dispute resolution in Herat.

- LARA identified key partners to lead the Women's Land Rights Task Force (WLRTF). Among these, Dr. Sima Samar of the AIHRC and Aziz Rafiee, Executive Director of the Afghan Civil Society Forum (ASCF), who have agreed to serve on the WLRTF.
- LARA submitted requests for approval of preferred candidates for three positions - Gender Specialist, Dispute Resolution Specialist, and Gender Program Coordinator. They have already received approval from USAID.
- LARA met with the Acting Dean of the Kabul University Law School and the Director of the Garwharshad Institute of Higher Education to develop an internship program. Both partners have recommended internship candidates.

# 4.0 TECHNICAL ACTIVITIES AND WORK PLAN PROGRESS

## COMPONENT 1:

### Assist ARAZI

During this Quarter, LARA's senior management hosted several high-level strategic meetings with the Ministry of Agriculture, Irrigation and Livestock, the Chief Executive Officer, and the Deputy Chief Executive Officer of ARAZI, IDLG, MOUD, AGCHO and Supreme Court to discuss the activities of the project work plan and also the details of GANTT of Component 1. Discussions revealed a good understanding of LARA project activities. The meeting with the Supreme Court also highlighted an overlap between LARA's Component 4 and other outside projects. A contract funded by HARAKAT with USD \$5.5 million, will be working on the digitizing of deeds, refurbishing of the Deeds Registry and 18 Tribunals at the regional level, and installation of IT systems within other activities.

LARA drafted and negotiated the final version of the Memorandum of Understanding (MOU) with ARAZI. Overall, consensus has been reached on project strategies, processes, methodologies, timeframes, cooperation, and deliverables. The document was delivered to USAID and submitted for final approval. LARA is waiting for the amendment to its scope of work in order to prepare the final version of the MOU for USAID's approval. The rest of the MOUs with AGCHO, IDLG and MUDA are in the same process.

The project has kept full momentum with ARAZI and discussed the activities of the GANTT in detail and finally agreed to assign a focal point for each main activity of the LARA GANTT. Moreover, LARA provided a hard copy of the GANTT and has installed the Project Manager software in Jawed Nader, the CEO's computer for proper and sound management of agreed activities of the LARA project.

LARA recruited a short term consultant to carry out the CLIR and BizCLIR assessment as per the Work Plan. Meanwhile, the project developed a Scope of Work (SOW) for a local organization to collect and provide all the required land-related legal information to the consultant. The RFP was posted in websites including ACBAR and Afghan First.

As a result, Afghan Land Consultancy Organization (ALCO) was selected through a bidding process for this assignment. ALCO is working with LARA and the BizCLIR consultant, hosting interviews, meetings, and research activities to compile the existing legal rules and regulations under CLIR and BizCLIR assessments related to land and property. This assessment will identify land tenure constraints including unclear jurisdictional mandates, weak legal framework, and legal plurality that create tenure insecurity.

ALCO will rely to a great extent on the 2007 CLIR analysis that developed recommendations for evolving the state of commercial law as it relates to real estate. The current Assessment will represent an update on the previous assessments conducted. ALCO will collect and collate all policies, laws, regulations and other relevant document relating to land rights and commercial and private dealings in those rights. ALCO will assist and advise the Consultant on matters associated with the practical side of land transactions in Afghanistan, and also collect and collate research that has been undertaken since the time of the last assessment. They will then provide a synopsis of the key elements of that research to



LARA's international Consultants for incorporation of the findings into the analysis, and will arrange and coordinate interviews for LARA's consultants with institutions like ARAZI, MAIL, MUDA, the Afghan Chamber of Commerce and Industry (ACCI) and other organizations determined by LARA.

The team had substantial progress on this assessment and the final report will be ready by end of August 2011. This report will be accompanied with a legislative prioritization plan.

In addition, the team discussed Public Information and Awareness (PIA) and the formation of Settlement Committees with ARAZI. Component 1 also identified the significant needs of the Department of Dispute Resolution within ARAZI, gathered an overview on the current legal processes and how LARA would be helpful in process streamlining, and of LARA's technical assistance for the amendment of Land Management law.

LARA also met with the Head of ARAZI in Herat Province and discussed the many technical and administrative problems faced there. The team discussed key potential working opportunities for LARA which may be considered later if LARA establishes a presence in Herat Province.

The LARA IT consultant hosted two meetings with AGCHO and the Department of Geodesy to collect information in the context of information technology- including data of the infrastructure and systemic platform, hardware, software, communications, processes, procedures, as well as models of entity and relationship of the systems that operates in the organization..

The LARA IT team also met with the University of Kabul to see the GIS laboratory, with a special focus on land maps and measuring the infrastructure they currently have.

The computer network infrastructure that maintains the University laboratory is composed of 19 computers, but only 9 have enough capacity to operate the geographical software. Also during the visit, the team observed that the classroom does not maintain a logical organization which allows the student to maintain a visual contact with the professor, and the seats are not appropriate for the students to participate jointly on the same computer during the class.

As result of this meeting, Kabul University will provide an inventory of the computer equipment and installed software for an analysis of the existing capacity of the University to participate actively in the collecting of land information.

LARA also visited the Kabul Polytechnic University to understand the state of its GIS Laboratory. It appears that the lab is not in use and the Project saw nothing to indicate that the existing equipment was being used. The Project did not consider that this institution was committed to GIS studies.

The LARA team will provide software that allows the capture of the hardware components and get an installed software inventory of each institution. With this information, LARA will analyze and provide possible improvements to consider for both Kabul University and Kabul Polytechnic University within the IT Strategic Plan. A contribution that the LARA project could facilitate are the necessary elements for the active participation of the Universities in the LARA project.

In regards to the reengineering process, the LARA team carried out work meetings for the identification of the processes and services provided by these institutions (AGCHO, ARAZI, IDLG, MAIL, MUDA, ISAF, and ICT) and to review the necessary capacity of these institutions to be considered in the Reengineering Process of the Lara Project.

Based on LARA's observations, these institutions are lacking significantly in terms of systems development. Most processes are not documented.

All these meetings referenced above are part of the analysis that the Strategic IT Plan requires in order to submit its recommendations and Work Plan to integrate the sector and to initiate the reengineering process in each institution.

## COMPONENT 2

### **Build Capacity of Private Sector Service Providers to Provide Land-Related Services to Afghan Private and Public Sectors**

During this quarter, the Private Sector Assessment Workshop was conducted at the Checchi SUPPORT compound. In the workshop LARA's core private sector partners learnt the needs assessment methodology. The participants also initiated a series of individual exercises by company meant to gauge the primary strengths and weaknesses of the partners. These exercises included SWOT analysis and also a guided questionnaire which will provide quantitative information for a needs assessment analysis. 14 participants attended the workshop from Private Sector Partner's organizations such as; ALCO, SDO, TLO, CRA, Land Rights and ALCBO. In addition, the second component analyzed the output of the mentioned workshop including the SWOT analysis and the first phase of the private sector needs assessment. The needs assessment process included three main phases: the series of workshops discussed above, did a quantitative analysis of capabilities (including SWOT analysis), and qualitative analysis of capabilities. Direct outputs of these three phases can be found in the annexes to this assessment, which will be completed in Q3.

A major output of this workshop was the SWOT (strengths, weaknesses, opportunities, and threats) analysis. Each of the partners undertook this analysis, with LARA guidance and support, to identify internal and external variables to each organization's success and growth. Self-identification of such variables provided LARA with the organizations' own perceived needs as well as insight into the capacity building areas where partners were most likely to be receptive.

The quantitative element of the needs assessment comprised a questionnaire covering basic operational-related information such as the presence of policies and procedures for operational areas, plans for financial management and organizational growth, legal and organizational frameworks, and basic technological capacity.

Component 2 made significant strides in recruitment during the second quarter. The Senior Training Coordinator, two Training Coordinators, the Private Sector Development Specialist, an Administrative Assistant, and a short term consultant for Curriculum Development were all hired and brought on board. One additional Training Coordinator has been identified and selected but is not yet on board.

The Capacity Building component also sponsored the attendance of three of LARA's core private sector partners to attend an event given by the American Chamber of Commerce in Afghanistan on project financing in mid-May. Representatives from ALCO, Land Rights, and CRA attended the event. According to the ALCO representative, this event was extremely positive and useful. The speakers from



**Figure 3: Private sector partners attended the Private Sector Assessment Workshop in Kabul.**

World Bank, IFC, Asian Development Bank, and Overseas Private Investment Corporation provided very important information about the opportunities for credit financing offered through these institutions.

Initial steps have been taken pertaining to support for GIS, survey, and cadastral/land record instruction in Afghan universities. Along with Component 3 staff, Component 2 met with Kabul Polytechnic, Kabul University, and the AGCHO Institutes in early June 2011 for the purpose of assessing the existing GIS education facilities and equipment. Based on these meetings, there is a critical need for more GIS teaching staff and improved teaching facilities. Specific methods of support are being investigated through the combined efforts of Components 2 and 3.

A number of SOW's, including one for Long Distance Training tools and methodology and another for Capacity Building Curriculum Development were developed and finalized, which are feeding the planning process of the Project Components. Additionally, Component 2 developed a Terms of Reference (TOR) for researchers and surveyors to conduct a survey of the Private Sectors Partners in the area of human resource.

## COMPONENT 3

### Informal Settlement Upgrading and Formalization

Detailed planning for the Component began with the arrival of the international technical advisors, urban planners, cadastral systems specialist and the land registration and valuation specialist during this Quarter. The recruitment of Afghan specialists followed shortly with the local cadastral systems specialist, urban governance specialist and local urban planner during this reporting period. The first draft of the Component 3 GANTT chart for the 16-month Work Plan was prepared in May.

Visits have been conducted to educational institutions in Kabul teaching GIS, survey and mapping and cadastre/land registration to examine their teaching curricula and facilities. The three institutions concerned, Kabul University, Kabul Polytechnic and the AGCHO Training Institute, have now provided LARA with their priorities for technical assistance. These are primarily in the areas of updated computing laboratories and new technical equipment.

Visits have been made to LARA's partner GIRoA organizations: ARAZI, MUDA, IDLG, AGCHO for MOU discussions and technical assessments. Technical liaison visits have also been conducted with representatives of UN-HABITAT, KURP, RAMP-UP and KCI to learn about their urban planning, land tenure formalization and settlement upgrading initiatives and lessons learned.

EOIs have been advertised on the ACBAR website for: (1) the supply of field survey equipment; and (2) field survey services. A strong list of potential Afghan bidders has been prepared for when RFPs are to be issued in these two areas.



**Figure 4: Senior Cadastral Systems Specialist delivering a seminar on the use of GIS at Kabul University**

## Fact-Finding Mission to Herat<sup>1</sup>:

LARA senior management had a very productive 2-day field trip to the city of Herat and met with government officials such as H.E. Saba, the Governor of Herat, H.E. the Mayor, the Director of Economy, the Deputy Director of the Department of Urban Development Affairs, RAMP-UP West, the USAID western office, as well as non-governmental stakeholders regarding land and planning-related issues in the province. The purpose of the trip was to gain a preliminary understanding about the status of the public institutions which deal with land management, coordinate with regional representatives, learn about other donor projects, the work of women-led NGOs and local coordination mechanisms.

Following the field mission's meetings and discussions, the team returned with the following findings in Herat:

1. Informal settlements: out of 33 municipal districts, 26 are informal. About 75% of the city is informal. This is a great concern for the local authorities. The city is expanding rapidly and it is difficult for the Municipality to contain this phenomenon. The development of both residential and commercial areas goes unchecked. The properties outside the old master plan are not registered thus not paying *safa'i* tax. This makes it difficult for the Municipality to respond adequately to needs.
2. Land grabbing: Most people are settling on private land, bought or inherited from their families, but some more powerful figures are grabbing public land that is later developed as real estate. Allegedly some 90,000 *jiribs* of land have been grabbed for both residential and commercial purposes. In 2010, the municipality started a process of restitution, but this turned against the Mayor who is now facing the prosecutors. There are many loop holes in the current law. This failure has made land grabbers even more confident of their impunity.
3. Representation mechanisms: Herat has an advisory body constituted by the *shura umumi*, known also as the "High Council", which reunites 69 well-respected professionals, academics, religious leaders, entrepreneurs and others, that meet on a fortnight basis. This advisory body draws upon traditional community representational mechanisms that start from the *mahalla*, to the *gozar*, up to the *Nahia*<sup>2</sup> (District) and finally to the *shura umumiat* at the city level. The *shura*, subdivided in 6 sections, comprises 10% women, but the Mayor wishes to include many more next year.
4. Revenue improvements: earlier this month, UNDP organised a workshop to present their "Tax Mapping" project and have started property registrations in Herat District 4. The Mayor seemed very satisfied about this project.

## COMPONENT 4

### Strengthen land tenure security by supporting the Supreme Court and communities with inclusive rights formalization and informal dispute resolution

During the second quarter Landesa, ARD's partner specializing in the design and analysis of women and land assessments, was contacted and tasked to design the Gender Assessment Framework to be conducted in July. Additional sections to assess legal and customary dispute resolution practices were incorporated into the framework. Three Gender and Dispute Resolution Assessment RFPs, one for each of the areas of Herat, Kandahar and Jalalabad, were finalized and posted on the website of ACBAR and several women's

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<sup>1</sup> See annex :C TF-FMR

networks. The RFPs were also distributed to 20 organizations and companies with proven expertise in gender programming and conflict resolution. More than 20 proposals were received in response to the RFPs and are currently under technical and financial review.

Component 4 staff participated as members of the fact-finding team to explore program possibilities in Herat where the LARA team met with USAID representatives, provincial and municipal officials, representatives of various government land agencies, and a number of potential partners. The purpose of the visit was to conduct a preliminary assessment of the land management situation in the area. Component 4 staff identified and met with a group of local women's rights and peace and dispute resolution organizations to serve as potential informants and possible sub-contractors to implement the recommendations of the Gender and Dispute Resolution Assessment. Information was also collected on the composition of the populations in the informal settlements of Herat and situation in relation to land seizures and dispute resolution in the area.

As part of the process to identify key stakeholders to lead the Women's Land Rights Task Force (WLRTF), Dr. Najibullah Wardak the LARA DCOP –Technical, Meredith Richardson the Component 4 Manager, and Courtney Body, LARA's Communication Specialist, met with Dr. Sima Samar, the chairperson of the Afghan Independent Human Rights Commission (AIHRC). The purpose of the meeting was to introduce the project to Dr. Sima Samar and to invite her to join the WLRTF. She demonstrated great interest in LARA's objectives in Afghanistan and the invitation to join the accepted WLRTF. The Component 4 Manager also met with Aziz Rafiee, Executive Director of the Afghan Civil Society Forum (ASCF) for the same purpose and he also agreed to serve as a member of the WLRTF.



**Figure 5: LARA Component 4 Manager and DCOP met with Dr. Sima Samar of the AIHRC**

Requests for approval of preferred candidates for 3 positions - Gender Specialist, Dispute Resolution Specialist, and Gender Program Coordinator - were forwarded to TTARD HQ and USAID. The SOW for the position of Legal Specialist was finalized and posted and the nominations of preferred candidates for the position of Legal Specialist (Women's Rights) and Legal Specialist (Land Dispute Resolution) are being processed currently. The Component 4 Manager also met with the Acting Dean of the Kabul University Law School and the Director of the Garwharshad Institute of Higher Education to introduce the project and provide SOWs of staff and intern positions. Intern candidates and are currently being considered for nomination to TTARD HQ and USAID.

## **COMPONENT 5**

### **LARA Public Awareness and Communication Campaign**

A draft Communications Strategy was submitted for review by the COP, and now will enter the finalization phase. As part of this Strategy, meetings have been held with ARAZI Communications Department in an effort to support their outreach activities. Also, as part of the fact-finding trip to Herat, Component 5 attended meetings with the Governor, Mayor, a MUDA representative, and the RAMP-UP East team to ascertain what communications and public outreach systems were already in place, or are needed.

Two SOWs for positions in Component 5 (Outreach Coordinator and Multimedia Producer) were posted. These positions will be based in Kabul, but will involve travel to the municipalities.





## 5.0 OPERATIONS ACTIVITIES

This section covers LARA accomplishments during this reporting period. International project staff arrived in Kabul during this quarter. LARA established the Kabul office and hired administrative and operational support staff. The primary focus during the reporting period were project start up activities which included office and residence acquisition and renovation, equipment and furnishings procurement, and employment of local administrative support staff.

LARA budget was cut from US\$69M to US\$41.8M over an extended period of 36 months. The team calculated the costs of different scenarios and tried to keep the back bone of the project intact, as well as those activities that will facilitate accomplishing LARA's purpose and objectives.

The LARA team came-up with three scenarios based on the following major reductions and changes in scope:

- **Scenario 1:** Eliminate project implementation in two municipalities; eliminate sub-contracts related to two socioeconomic surveys and two cadastre surveys, as well as the infrastructure upgrading of the two municipalities; eliminate the assistance to the Supreme Court and some sub-contracts in component 4; and reduce a series of operation budget lines
- **Scenario 2:** Eliminate project implementation in one municipality and all its related sub-contracts; eliminate Component 4; and reduce a series of operation budget lines
- **Scenario 3:** Work in three municipalities (Herat, Jalalabad, and Kandahar) and eliminate all upgrading related sub-contracts; reduce the amounts of sub-contracts in Component 4; and reduce a series of operation budget lines

This exercise has been based on a very detailed planning process using MS Project Manager used to design LARA's Gantt, including the methodologies for each of the components: 4 horizontal and 3 cross cutting groups of activities.

Depending on the guidance from USAID, a series of steps will follow related to the amendment of USAID Contract No. 306-C-00-11-00514-00 in the technical area and its related budget, the preparation of a new Work Plan, the redesign of the GANTT to reschedule the activities to be implemented, the adjustment of the PMP, and finally, the redesign of LARA's organization as well as local and international consultant's scopes of work. In general, due to the budget cuts, activities will have to be eliminated and sub-contracts will have to be reduced according to the new scope of work.

### KEY OPERATIONAL ACCOMPLISHMENTS

During the LARA program's second quarter, suitable spaces for both the office and residence were identified, inspected, acquired and furnished during this period. These buildings undertook upgrading including improvements for security, internet, and water quality. The LARA team will move into the new office and residence by August 2011.

In regards to expatriate staff, six positions were filled by the end of June: the Land Use Planning and Urban Development Specialist, Anna Soave; the replacement for Deputy Chief of Party (DCOP) for Operations, Maria Luisa Salvatierra; the Finance Manager, Alpha Koroma; the Gender Specialist, Meredith Richardson; the Communications Specialist, Courtney Body; Cadastral Specialist, Gary Hunter, and Compliance Specialist, Richard De La Cruz.



The Compliance Team had several key accomplishments during this quarter as well. The development of the Risk Assessment and Annual Audit Plan for 2011-2012 was completed, the Petty Cash Audit final report 001/2011 of findings and recommendations was issued, and the draft report of the Contracts Audit 002/2011 is in the discussion phase, at 95% of completion. Also, as part of the capacity building activities in the Compliance work plan, the team developed a presentation about the role of the Compliance Specialist, and is developing presentations about Fraud, Ethics, Risk and Internal Controls.

## 6.0 FINANCIAL

The following figures cover the expenditure incurred from April to June 2011; this includes expenditure by the budget line and the original budget of the contract which yet to be amended with new budget cut.

No	Budget Line Items	Approved Budget for Base Period	Apr-11	May-11	Jun-11	Total Quarter 3	Total Invoiced To Date	% Budget Spent
Contract Number 306-C-00-11-00514 00								
1	Salaries and Wages	\$2,480,907	\$64,044	\$94,410	\$117,954	\$276,408	\$361,865	15%
2	Fringe Benefits	\$739,080	\$23,652	\$20,970	\$31,902	\$76,525	\$108,084	15%
3	Travel, Transportation and Perdiem	\$1,135,281	\$31,836	\$14,597	\$29,748	\$76,181	\$76,283	7%
4	Procurement Equipment and Supplies	\$97,415	\$62,629	\$12,298	\$72,484	\$147,411	\$148,122	152%
5	Communications	\$146,400	\$1,004	\$1,911	\$7,333	\$10,248	\$10,277	7%
6	Subcontracts/Consultants	\$27,396,385	\$33,969	\$34,342	\$144,705	\$213,015	\$213,015	1%
7	Allowances	\$1,642,765	\$22,991	\$25,382	\$47,251	\$95,625	\$118,221	7%
8	Direct Facilities Costs	\$217,896			\$1,362	\$1,362	\$1,362	1%
9	Other Direct Costs	\$3,138,943	\$211,061	\$186,410	\$159,039	\$556,510	\$565,039	18%
10	Security	\$3,009,639	\$0	\$0	\$0	\$0	\$0	0%
11	Grants Under Contract	\$8,000,000	\$0	\$0	\$0	\$0	\$0	0%
12	Indirect Costs	\$3,008,149	\$80,994	\$85,402	\$105,646	\$272,043	\$332,278	11%
13	Fixed Fee	\$3,570,900	\$37,251	\$33,299	\$50,218	\$120,768	\$135,413	4%
Total Costs		\$54,583,760	\$569,430	\$509,022	\$767,643	\$1,846,095	\$2,069,958	4%



## 7.0 CHALLENGES & SOLUTIONS

- There is significant frustration and cynicism expressed by most informants and discussion participants in relation to all aspects of land management and security in Afghanistan. Overcoming these factors and engaging civil servants, justice system officials, landowners and ordinary citizens in identifying and addressing the issues appear to be the main challenges. Trust building, consultation and lengthy dialogue will be as important as rigorous assessment and targeted technical interventions to overcome the frustrations and general feelings of powerlessness.
- The land sector is mired by land grabbing and long-standing disputes – particularly there is most to gain from a thriving real estate market. The Steering Committee (or Coordination Working Group), comprised of representatives from MUDA, IDLG, the Municipality, and LARA should offer support and solutions to these issues.
- Lack of coordination and trust between MUDA and municipalities is undermining consultative and equitable processes of urban planning, and ultimately the long-term economic growth of cities. Again, the Steering Committee should bring coordination from key stakeholders.
- Yet, sharing of essential information and key documents has been an issue between LARA and ARAZI due to lack of availability of an MOU or PIL. The MOU is subject to the LARA revised Work Plan and GANTT. Meetings between senior management will continue to facilitate sharing information until this occurs.
- HAKARAT funds (through DFID) have also been a major supporter of ARAZI, but the real issue is that still LARA could not receive all the required information about their support to clarify the whole picture and to avoid duplication. USAID will hold meetings with other donors, including the World Bank and DFID, to ensure coordination and sharing of information.
- The senior management of ARAZI, particularly the directors, are being paid by HAKARAT. But, it has been indicated by ARAZI that the final phase of HAKARAT will be closed out by end of December 2011. There is no indication about whether GIROA will be able to pay the salaries of the directors at the current scale. USAID is working with MAIL/ARAZI on on-budget support that could channel support to the administrative expenses of ARAZI.
- ARAZI does not have any IT systems and their people are not trained in any automation systems. LARA IT Strategy Plan for ARAZI calls for installation of software and hardware systems and trainings, which should rectify this issue.

## 8.0 OBJECTIVES FOR NEXT QUARTER

Under Component 1, LARA will conduct the institutional needs assessment of ARAZI in following areas: Conduct a full assessment of ARAZI's main office in Kabul and regional offices. The institutional assessment of ARAZI's main office and regional offices will identify certain institutional; administrative and infrastructure gaps and shortcomings. The main purpose of this assessment is to identify the immediate needs of the office for professional land management and meanwhile to lay down a proper foundation for institutional, operational and administrative development of ARAZI's offices. It is expecting that this activity is going to be completed during this quarter.

The sub contractor (ALCO) will complete their work on carrying out the CLIR and BizCLIR assessment. This will include meetings with different key stakeholders and review the available relevant legislations, and meanwhile will complete the final report of the BizCLIR and will elaborate the status of land related legislation.

LARA will complete the IT Strategic Plan as well as the process reengineering which will include the collection of information regarding all the operational processes and steps of ARAZI, AGCHO, MUDA at the central and regional levels as well as the Municipality such as land information sharing, leasing, exchanging, transferring, registering and others.

Component 2 team will prepare the required materials for the training workshop of the Settlement Committees; this process will basically give a clear description of ARAZI to the team so as to move forward on the accomplishment of next steps. The component will also complete needs assessment of public and private sector partners; construct curriculum for capacity building plan; and design, prepare, and begin administration of capacity building courses to private sector partners.

Component 3 will commence the field surveys for the land parcel formalization in Jalalabad; provide technical assistance to the three educational institutions that teach GIS, Cadastre and surveying, in Kabul; and provide technical assistance to our counterparts in MUDA and the Jalalabad municipality for the development of city profile.

Component 4 will oversee the conduct of the Gender and Dispute Resolution Assessment in the Qasemabad and the Rig-E Shamardkhan settlement areas immediately to the north and south of Jalalabad by the Education Center for poor Women (ECW), a women and peace-building focused NGO. They will utilize a Gender and Dispute Resolution Assessment Framework develop by Landesa, an international women's land rights NGO. Landesa will also develop the final assessment report and recommendations based on the data collected by ECW.

Subsequently two subcontractors will be hired to implement the recommendations of the assessment, one with a focus on expanding women and vulnerable populations' access to information and services to better exercise land rights. The other will aim to identify and refine district and settlement level land dispute resolution mechanisms in alignment with the Legal code of Afghanistan and develop the capacity of community commissions and jirgas/shuras to utilize the mechanisms to mediate land dispute resolution mechanisms.

Component 4 will also conduct an analysis of the entry points for gender integration across the other components of the LARA project and commence the revision of women's inheritance and land ownership laws and regulations in the third quarter.

Under the Cross-Cutting activities, LARA communications team will gather information from the overall Institutional Assessment and incorporate it into the Communication Strategy for LARA, including the finalized public awareness and communications tactics. The team will also work together with ARAZI's communication department to strengthen their outreach strategy and capacity.

# ANNEX A: PERFORMANCE MONITORING AND EVALUATION TABLE

Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
<b>IR 1.1.</b> Institutional Capacity of ARAZI enhanced	1	% of surveyed Afghan community members that report satisfied land tenure security in targeted communities	TBD	TBD	0	0	0	0	0
	1.0.1	Revenues to GIROA from leases of government land [% increased]	TBD	TBD	0	0	0	0	0
	1.0.2	# of policy and procedural reforms improving revenue collection capabilities	TBD	TBD	0	0	0	0	0
	1.1.1	Milestone Index based on a competency framework for ARAZI to fulfill its mandate, based on negotiated phased performance standards (milestone	N/A	TBD	0	0	0	0	0

Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
		index are to be determined, and number of milestones is to be assessed during the baseline survey)							
	1.1.2	Service delivery management and monitoring systems established and operational	N/A	N/A	0	0	0	0	0
<b>IR 1.2</b> Land dispute resolution mechanisms between MAIL and private individuals/ businesses augmented	1.2.1	Government/private land dispute mechanism developed and refined for implementation of Decree 638	N/A	N/A	0	0	0	0	0
	1.2.2	# of trainings provided to Government and private sector on use of land dispute mechanism	N/A	TBD	0	0	0	0	0
	1.2.3	% of private sector indicating satisfaction with the dispute mechanism	N/A	TBD	0	0	0	0	0
IR 2.1. Core urban planning and management skills of key municipal property stakeholders strengthened	2.0.1	# of properties paying Sanitation/Property tax revenues at the municipal level for targeted communities increased	TBD	N/A	0	0	0	0	0
	2.0.2	# of properties registered with municipal registration offices	TBD	TBD	0	0	0	0	0
	2.1.1	# of persons trained observed to be using skills gained through training	N/A	TBD	0	0	0	0	0



Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
	2.1.2	# Persons trained in key technical land management skills	0	TBD	0	0	0	14 M 0 F	14 M 0 F
<b>IR 2.2.</b> Urban formalization and upgrading procedures for informal settlements established and implemented	2.1.3	# of urban development guidelines approved	TBD	TBD	0	0	0	0	0
	2.2.1	# of Community Upgrade Development Plans approved.	TBD	TBD	0	0	0	0	0
	2.2.2	# of informal settlements upgraded	0	TBD	0	0	0	0	0
	2.2.3	Planning and Development Coordination Working Group (PDCWG) established and functioning	N/A	Y/N	0	0	0	0	0
IR 2.3. Private Sector Management of key land management areas enhanced	2.3.1	# of private sector firms receiving institutional capacity building training (related to business functions)	N/A	TBD	0	0	0	6	6
	2.3.2	# of private sector firms receiving capacity training in land reform-related programs (technical)	N/A	TBD	0	0	0	0	0
	2.3.3	# of private sector employees trained in GIS and Land Records for formalization support activities	N/A	TBD	0	0	0	0	0

Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
	2.3.4	# of private sector firms with Business Plans	N/A	TBD	0	0	0	0	0
	2.3.5	# of private sector firms bidding on donor-funded requests for application	N/A	TBD	0	0	0	0	0
	2.3.6	# of people employed by private sector partners as a result of project activities	TBD	TBD	0	0	0	0	0
IR 2.4. Essential Urban planning legislation and regulations identified, revised and adopted	2.4.1	Land Management Law improvements agreed and drafted by Government (BizCLIR)	N/A	Y/N	0	0	0	0	0
	3.0.1	% of surveyed Afghans that report satisfactory land service delivery by the makhzan	TBD	TBD	0	0	0	0	0
	3.0.2	% of surveyed Afghans that report satisfactory land service delivery by Municipalities	TBD	TBD	0	0	0	0	0
IR 3.1 Land registration and record-keeping systems streamline	3.0.3	% increase in women's inclusion in new deed registrations and leases/Occupancy Certificates	TBD	TBD	0	0	0	0	0
	3.1.1	Reduction in average time in days from submission of paperwork to issuance of registration/certification	250	TBD	0	0	0	0	0

Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
IR 3.2. Inheritance laws reviewed and revised to support women's access to land		documents related to private land and property rights <sup>3</sup>							
	3.1.2	Reduction in number of land transaction steps from the LRMD implemented to streamline operations	9	TBD	0	0	0	0	0
	3.1.3	Land record management diagnostic (LRMD) completed for municipalities and Makhzan	N/A	Y/N	0	0	0	0	0
	3.2.1	# of proposed improvements in laws and regulations affecting property rights of the urban and rural poor enacted with USG assistance	N/A	TBD	0	0	0	0	0
IR 3.3 Awareness of Afghan property rights and processes improved	3.3.1	# of public information campaigns/ messages promoting women's rights to land	N/A	TBD	0	0	0	0	0
	3.3.2	# of public information campaigns targeting Afghan property rights and procedures	N/A	TBD	0	0	0	0	0
	3.3.3	% of public in targeted areas aware of public information messages	TBD	TBD	0	0	0	0	0

Result Area	Indicator No.	Indicator	Planned Result		Targeted Areas			Progress	
			Baseline	Target	P 1	P2	P3	This Period	Cumulative
LARA Operation Progress	AE2	# of Afghan Personnel Employed	N/A	N/A	0	0	0	26	28
	AE4	# of American Personnel Employed	N/A	N/A	0	0	0	6	10
	AE6	# of Local Firms Under Sub-Contract	N/A	N/A	0	0	0	5	5
	AE8	# of TCN Personnel Employed	N/A	N/A	0	0	0	9	12
	AE9	\$ Value of Local Procurements (sub-contracts, goods, services)	N/A	N/A	0	0	0	\$64,923	\$64,923
	AE10	\$ Value of Non Local Procurements (sub-contracts, goods, services)	N/A	N/A	0	0	0	\$237,165.90	\$238,814.08
	AE12	# of Afghan personnel employed providing security functions	N/A	N/A	0	0	0	36	43
	AE13	# of American personnel employed providing security functions	N/A	N/A	0	0	0	1	2
	AE14	# of TCN personnel employed providing security functions	N/A	N/A	0	0	0	2	4

# ANNEX B: LARA GANTT PROGRESS

Gantt Number	Activity Name	% Completed	Detail Progress
Component 1: Assist ARAZI to identify, manage, lease and obtain revenue from Afghan Government lands & provide targeted technical assistance			
1.5.1.1	Provide Technical Assistance to ARAZI on its organization and operation	3%	The technical assistance service will be initiated after the completion of institutional assessment which will take place during the next quarter.
1.5.1.1.1	Strategic high level meetings (workshop 50)	98%	# of meetings hosted with ARAZI, IDLG, AGCHO, Cadastral office and the other respective counterparts. Consensuses have been reached on the project activities, timeline, process and procedure for LARA activity implementation.
1.5.1.1.2	Strengthen ARAZI's institutional structure and operational efficiency	1%	Will take place after the institutional assessment.
1.5.1.1.2.1	Phase I: Undertake needs assessment	2%	The Scope of Work (SOW) has already completed, RFQ has already drafted and going to be published in near future.
1.5.1.1.2.1.1	Provide assistance to the Settlement Department of ARAZI	0%	The initial discussion and meetings has recently started with ARAZI on this subject matter.
1.5.1.1.2.1.1.1	Training Design for Settlement Committees	0%	TBS
1.5.1.1.2.1.2	Workshop with ARAZI high level officials and advisors	0%	TBS

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
1.5.1.1.2.1.3	Evaluate the existing organizational structure	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.1.3.3	New organizational and management model	0%	Not done yet.
1.5.1.1.2.1.4	Technical Processes Reengineering (See Component 7)	6%	The initial steps including collection of information and research on the current system have recently started.
1.5.1.1.2.1.4.1	Process 1: Identification	0%	The first meeting will be hosted with relevant counterparts by end of July.
1.5.1.1.2.1.4.2	Process 2: Survey	48%	The first meeting will be hosted with relevant counterparts by end of July.
1.5.1.1.2.1.4.3	Process 3: Tsfia (Settlement) for dispute resolutions	0%	TBS
1.5.1.1.2.1.4.4	Process 4: Registration	48%	TBS
1.5.1.1.2.1.4.5	Process 5: Land Titling	0%	TBS
1.5.1.1.2.1.4.6	Process 6: Inventory	0%	TBS
1.5.1.1.2.1.4.7	Process 7: Valuation	0%	TBS
1.5.1.1.2.1.4.8	Process 8: Land Planning (transfer use zoning)	0%	The first meeting will be hosted with relevant counterparts by end of July.
1.5.1.1.2.1.5	Support Processes Reengineering (See Component 7)	0%	TBS
1.5.1.1.2.1.5.1	Process 1: Administration	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.1.5.2	Process 2: Finance and	0%	This activity will take place after the institutional assessment.

Gantt Number	Activity Name	% Completed	Detail Progress
	Accounting		
1.5.1.1.2.1.5.3	Process 3: Human Resources	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.1.5.4	Process 4: Contracts and Grants	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.1.5.5	Process 5: Infrastructure	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2	Phase II: Implementation of new Organization and Procedures	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2.1	Design of the Organizational Manual	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2.2	Design of the Position Description Manual	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2.3	Human Resources needs	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2.4	Training Program	0%	This activity will take place after the institutional assessment.
1.5.1.1.2.2.5	Implementation of the new Organizational and management model	0%	TBS
1.5.1.1.3	Configure ARAZI Land Records Management Information System (ALRMIS) (Component 7)	1%	This activity will take place after the institutional assessment.
1.5.1.1.3.1	Strategic Information Technology Plan (SITP) (See Component 7)	5%	
1.5.1.1.3.2	SITP Implementation (See Component 7)	0%	TBS

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
1.5.1.1.6.1	Land inventory completed and supported by accurate data and valuation models	0%	On-Going.
1.5.1.2	BizCLIR and CLIR Real Property Legal Framework Diagnostics to evaluate the legal framework for real estate and draft changes as needed	3%	Afghan Land Consultancy Organization (ALCO) was selected through a bidding process for this assignment. ALCO is working with LARA and the BizCLIR consultant, hosting interviews, meetings, research activities to compile the existing legal rule and regulations under CLIR and BizCLIR assessments related to land and property.
1.5.1.2.4	Conduct Communications Campaign to Inform citizens of legal and policy change	10%	ARAZI Draft Communications Strategy completed, awaiting GIROA final approval. Once this is received, activities will begin.
1.5.1.2.4.1	Communication Strategic Plan	80%	ARAZI has a very good draft Communications Strategy, but we will be working with them to incorporate gender into it.
1.5.1.2.5	Establish baselines and conduct assessments of knowledge, attitudes and practice	0%	TBS
1.5.1.3	Assist ARAZI to develop models for resolving land disputes between MAIL and private individuals and businesses, and support dispute resolution functions	0%	TBS
1.5.1.3.1	Assist with Design of Land Dispute Resolution Procedures (See Reengineering)	0%	TBS



Gantt Number	Activity Name	% Completed	Detail Progress
Component 2: Build capacity of private sector service providers to provide land related services to Afghan private and public sectors			
1.5.2.1	Provide institutional support and strengthen capacity of land service providers in areas of organization, financial management, procurement, contracting and reporting	15%	A full-day workshop on Private Sector Assessment has been conducted and 14 male participants from LARA's six core partners such as SDO, ALCO, Land Right, CRA, TLO and ALCBO have been participated in this workshop. The main purpose of the workshop was to introduce the Need Assessment methodology to the partners.
1.5.2.1.1	Undertake Institutional Diagnostic of Selected Service Providers	85%	The diagnostic tools to be used for private sector assessment has been designed and introduced to the private sector partners
1.5.2.1.1.1	Recruit subcontractor	100 %	The subcontractors have already been recruited in early May 2011
1.5.2.1.1.1.1	Develop SOW to contract a company specialized in institutional assessments	100%	The SOW included one for long distance training tools and methodologies and another for Capacity Building Curriculum Development have been developed
1.5.2.1.1.2	Develop diagnostic methodology	100%	The diagnostic methodology of LARA subcontractors has been developed, and the LARA team interviewed the administrative and management staff of the concerned partners and reviewed the internal operating procedures to develop sector-wised strategy and recommendations for capacity building aspects.
1.5.2.1.1.3	Undertake diagnostic	0%	
1.5.2.1.1.3.2	Assessment	80%	Component 2 team has conducted a need assessment of the partners

Gantt Number	Activity Name	% Completed	Detail Progress
			including assessment interviews. Following up on these, documentation including policies, procedures, and modules were collected from the partners. Once the analysis of the collected documents is done the need assessment process will be completed.
1.5.2.1.1.3.2.2	Administer the instruments in each company	100%	The instruments in each company has already conducted.
1.5.2.1.1.3.2.3	Process the information	60%	The information that has been collected from the partners is under process still the analysis is going on.
1.5.2.1.1.3.2.4	Final Private Sector Assessment and Recommendations Report	20%	The final assessment and recommendation report of the private sector is under process. As soon as the report is finalized it will be shared will the senior management.
1.5.2.1.1.4	Implementation	0%	
1.5.2.1.1.4.1	Develop business plans with each company	0%	Waiting for the assessment
1.5.2.1.1.4.2	Develop Grants	0%	
1.5.2.1.2	Prepare Training Strategy	0%	On-going
1.5.2.1.2.2	Review by service providers and approval of training modules	0%	Waiting for the assessment
1.5.2.1.3	Support Institutional Capacity Building of Land Service	0%	Once the need assessment is done the initial step for Institutional Capacity Building will be taken.

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
	Providers		
1.5.2.1.3.4	Conduct trainings	0%	Not done yet.
1.5.2.1.4	Assess Training Quality and Sustainability in Coursework and Application	0%	Once the training strategy is developed and the training conducted then the training quality will be assessed.
1.5.2.2	Provide Technical Support and Capacity Building in Technical Services	0%	Not done yet.
1.5.2.2.1	Conduct Needs Assessment of Technical Capacity Building	0%	Not done yet.
1.5.2.2.2	Conduct Inventory of Existing Training Programs and Materials	15%	Ongoing
1.5.2.2.3	Prepare short courses and training materials	0%	Waiting for need assessment
1.5.2.2.3.1	Long Distance Training Course	0%	Just SOW for Long Distance Training is done so far.
1.5.2.2.3.2	Design of training modules (Technical Area)	0%	Not done yet.
1.5.2.2.3.4	Implement strategy/venues	0%	Not done yet.

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
1.5.2.2.4	Conduct Technical Short Courses	0%	Not done yet.
1.5.2.2.5	Provide Training in Land Dispute Resolution and Facilitation Techniques	0%	
1.5.2.2.6	Support GIS and Cadastral/Land Records Instruction at Kabul Universities (See Component 3)	0%	The initial steps have taken pertaining to GIS support so far .A team of LARA including Component 2, met with Kabul Polytechnic, Kabul University, and the AGCHO Institutes in early June 2011 for the purpose of assessing the existing GIS education facilities and equipment. Based on the meetings conducted with the concerned people it was found that there is a critical need for more GIS teaching staff and improve teaching facilities. The range of possible action is being investigated by Component 2.
1.5.2.2.7	Support Attendance at International Conferences and Short Courses	0%	Not done yet.
<b>Component 3: Support MUDA, AGCHO, IDLG and selected municipalities with informal settlements upgrading, formalization, cadastral mapping, laws for urban planning and land use regulation, and training in planning and enforcement</b>			
1.5.3.1	Select Municipalities & Expand Institutional Support	100%	The Municipalities were selected for us by USAID.
1.5.3.1.1	Develop Selection Criteria for Municipalities.	100%	Same as above
1.5.3.1.2	Formation of Plan/Coord Working Group (PDCWG)	10%	A ToR for the Working Group has been drafted. The proposal will be discussed during LARA's first meeting with Minister in MUDA
1.5.3.1.2.4	Develop Memorandum of	90%	Feedback by MUDA is pending.

Gantt Number	Activity Name	% Completed	Detail Progress
	Understanding with MUDA		
1.5.3.1.2.5	Develop Memorandum of Understanding with AGCHO	0%	On hold because the IT investments depend on the finalization of the Work Plan, Contract and Budget
1.5.3.1.3	Workshop for Private Sector	0%	Pending signature of MoUs and meetings
1.5.3.1.4	Establish / Refurbish Offices	0%	Will not be undertaken due to budget cuts
1.5.3.1.3.10.3	Government office refurbishments	0%	Will not be undertaken due to budget cuts
1.5.3.2	Urban Planning Technical Assistance	0%	
1.5.3.2.1	Assess Urban Planning Issues	10%	Urban planning assessments have started following LARA's first field missions in Herat
1.5.3.2.1.5	Organize consultations at municipal level	0%	
1.5.3.2.1.6	Analyze Planning & Development Process	0%	
1.5.3.2.1.7	Municipal Assessments	0%	
1.5.3.2.1.8	Summarize Urban Planning Issues	0%	
1.5.3.2.2	Improve GIRoA & Stakeholder Coordination	0%	
1.5.3.2.3	Draft Joint Urban Planning Procedures	0%	
1.5.3.2.4	Recommend Changes to Existing Laws / Regulations	0%	

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
1.5.3.2.5	Draft Urban Development Guidelines	0%	
1.5.3.2.5.4	Hold drafting clinic	0%	
1.5.3.2.5.5	Workshop on reforms to land legislation	0%	
1.5.3.2.6	Organize Clinics - Land Use Plans / Regulations	0%	
1.5.3.2.7	Incorporate Informal Settlements - GIS Based Master Plans	0%	
1.5.3.2.7.5	Develop AICRS for Kandahar Municipality; Integrate data	0%	
1.5.3.2.7.6	Develop AICRS for Jalalabad Municipality; Integrate data	0%	
1.5.3.2.7.7	Develop AICRS for Herat Municipality; Integrate data	0%	
1.5.3.2.8	Assist Municipalities - Property Based Revenue Collection	0%	
1.5.3.2.9	Upgrading & Formalization in Informal Settlements	0%	
1.5.3.2.9.1	Review MUDA 2009 Informal Settlement Criteria	0%	
1.5.3.2.9.2	Conduct Harmonization Workshop	0%	
1.5.3.2.9.3	Develop Informal Settlement	0%	

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
	Upgrading Handbook		
1.5.3.2.9.4	Select Informal Settlements	0%	
1.5.3.2.9.5	Legal / Procedural Training	0%	
1.5.3.2.9.6	Establish GIS Based SUIS	0%	Pending the outcomes of the Strategic IT Assessment.
1.5.3.2.9.7	Develop Communications / Outreach Strategy	50%	Draft LARA Communications Strategy completed, finalization phase is now taking place.
1.5.3.2.9.8	Develop Community Upgrading Development Plans (CUDP)	0%	
1.5.3.2.9.9	Issue Competitive Tenders	0%	
1.5.3.2.9.10	Implement Formalization / Upgrading	0%	
1.5.3.3	2.3.4 Capacity Building & Training (SEE COMPONENT 2)	0%	
1.5.3.3.1	2.3.4.1 Upgrade AGCHO's Capacity for Urban Cadastral Management	0%	Meetings are being set up by consultant responsible for IT assessment.
1.5.3.3.2	2.3.4.2 Refurbish / Create Makhzan Offices	0%	
1.5.3.3.3	2.3.4.3 Assess Skills / Train Municipal / MUDA Officials	5%	Informal assessments have started in Herat and Kabul
1.5.3.3.4	2.3.4.4 Organize Study Tours	0%	
1.5.3.3.5	2.3.3.5 Expand Supply of Planners / Increase Market	0%	

Gantt Number	Activity Name	% Completed	Detail Progress
	Flexibility		
Component 4: Strengthen tenure security by supporting the Supreme Court and communities with rights formalization and informal dispute resolution			
1.5.4.1	Evaluate Land Registration System, Design Improvements, Build Capacity, and Speed Automation of Land Records	0%	
1.5.4.1.1	Assess Supreme Courts Land Registration System (See Component 7)	0%	
1.5.4.1.2	Support Legal Recognition of Customary Deeds (See Component 1)	0%	
1.5.4.1.3	Support Digitalization of Customary Deeds	0%	
1.5.4.1.4	Streamline and Automate Land Records (See Component 7)	0%	
1.5.4.1.5	Develop SOPs and Service Delivery Standards	0%	
1.5.4.1.6	Conduct Training Programs	0%	
1.5.4.1.7	Expand Procedural and Standards Delivery Awareness (See Component 5 Communications)	0%	
1.5.4.2	Evaluate and Reform Inheritance Laws to Support	46%	The scope of work has already finalized, published on the web. Survey of women's inheritance laws, customary practices and



<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
	Women's Access to Land		knowledge of Gender & Dispute Resolution assessment being conducted in July / August
1.5.4.2.1	Undertake Gender Assessment	25%	The scope of work has already finalized, published on the web. Gender Assessment undertaken commencing July 20, 2011
1.5.4.2.2	Form Women's Land Rights Task Force	56%	Majored stakeholders identified June 2011. Additional members being identified July 2011.
1.5.4.2.3	Evaluate Legislation and assist with Legal Reforms (See Component 1 Activity 395 )	0%	
1.5.4.2.4	Conduct Study Tours (LANDESA)	0%	
1.5.4.2.5	Raise Women's Inheritance and Land Rights Awareness (See Component 5 Communication)	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.5.4.3	Provide support for Land Dispute Resolution Focusing on Community and Customary Dispute Resolution processes and institutions	0%	Survey of customary practices and knowledge, attitudes towards land dispute resolution included in Gender and Dispute Resolution Assessment being conducted in July / August in three municipal areas.
1.5.4.3.1	Develop Rules and Guidelines for Implementing the Law on Shuras and Jirgas (See Component 1)	0%	
1.5.4.3.2	Create Land Rights Forum and Develop Conflict Cluster Maps and Strategy for Dispute Resolution (See Component 3 Urban Planning activity)	0%	

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
1.5.4.3.2.2	Undertake conflict mapping (formalization process)	0%	
1.5.4.3.3	Conduct CBDR Trainings and Conflict Resolution ()	0%	Identification of customary dispute resolution methods included in community level gender and dispute resolution assessment conducted in July / August
1.5.4.3.4	Expand Awareness of CBDR (See Component 5 Communication)	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.5.4.3.5	Strengthen Procedural Rules on CBDR	0%	
1.5.4.3.6	Hold legal workshops to develop procedural rules	0%	
1.5.4.3.7	Conduct legal drafting ()	0%	
1.6.1.1.1	Conduct Communications Campaign to Inform citizens of legal and policy change	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.6.1.1.1.1	Communication Strategic Plan	50%	Draft LARA Communications Strategy completed, finalization phase is now taking place.
1.6.1.1.1.1.1	Workshop: Understanding the challenge	0%	
1.6.1.1.1.1.2	Conduct a Communication Audit	50%	Communications Audit is part of the overall Institutional Assessment.
1.6.1.1.1.1.4	Workshop: Building messages by consensus	0%	
1.6.1.1.2	Establish baselines and conduct	0%	

<b>Gantt Number</b>	<b>Activity Name</b>	<b>% Completed</b>	<b>Detail Progress</b>
	assessments of knowledge, attitudes and practice		
1.6.1.1.3	Support transparency and public information and awareness	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.6.1.1.4	Support transparency and public information and awareness	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.6.1.2.1	Improve GIRA & Stakeholder Coordination	0%	
1.6.1.2.2	Develop Communications / Outreach Strategy	50%	Draft LARA Communications Strategy completed, finalization phase is now taking place.
1.6.1.3.1	Expand Procedural and Standards Delivery Awareness	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.6.1.3.2	Raise Women's Inheritance and Land Rights Awareness	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.
1.6.1.3.3	Expand Awareness of CBDR (See Component 5 Communication)	20%	The Draft Communications Strategy has been completed, and contains this activity. After finalized, it will be implemented.

# ANNEX C: HERAT FACT-FINDING MISSION REPORT

## MISSION AGENDA

<b>Monday 27 June</b>	
11:00	Arrival in Herat
14:30 pm	H.E. Mohammad Salim Taraki, Mayor of Herat
16:00 pm	Barry Reed CoP and Abdul Qadir Akbari, RAMP-UP West
<b>Tuesday 28 June</b>	
7:30	Mr. Nasim, ARAZI's Officer of Herat Province
9:30	Eng. Feridun Sarwary, Deputy Director of the Department of Urban Development Affairs, (MUDA Regional office)
10:30	Mr Farid Ahmad Farahmand, Organization of Social Development (OSD)
11:00	H.E. Dr Daud Saba, Governor of Herat Province
14:00 pm	Mr Jim Wright, Senior Development Officer, and M. Ishaq Shiwani, USAID Western Region
15:15	Atul Shekhar, Regional Project Manager, and Ahmad Shahir Salehi, Regional Municipal Specialist, ASGP UNDP
15:30	Ms Zahra Hasanpur, Women Activities & Social Services Association (WASSA)
16:00	Ms Jamila Khosrawi, Herat Social Women's Council
16:45	Eng. Abdul Naser Aswadi, Director General of the Department for Economic Development
<b>Wednesday 29 June</b>	
10:30	Departure flight Herat - Kabul

## SUMMARY AND SCOPE OF THE MISSION

Dr Najib Wardak, Meredith Richardson, Courtney Body and Anna Soave had a very productive 2-days trip to the city of Herat and met with governmental officials and non-governmental stakeholders regarding land and planning-related issues in the province. The purpose of the trip was to gain a preliminary understanding about the status of the public institutions which deal with land management (directly or indirectly) and also to learn about other donor projects, the work of women-led NGOs and local coordination mechanisms.

## SUMMARY OF KEY IMPLICATIONS FOR LARA

**Components 1 & 4:** Land issues and dispute resolutions need to be tackled with urgency at the local, provincial and national level. There is a need for strong political support from Kabul towards land clarification and decisive action from the higher spheres to curtail the impunity of land grabbers.

**Component 2:** Technical support for Municipal and MUDA staff is welcome, but should be focused on actual professional needs. LARA will need to coordinate closely with RAMP-UP and UNDP.

**Component 3:** LARA will need to align to the on-going planning processes (i.e. the Master Plan being drafted by MUDA in Kabul) and fit in the "bigger picture" of urban investments and transformations in Herat. Further infrastructure upgrading projects in what are perceived as slums are not deemed acceptable prior to knowing which areas will be affected by what in the new Master Plan.

**Cross-cutting components – Communication:** Effective channels for communication and coordination are already in place. We have been invited to present LARA to the monthly meeting of the Herat Development Committee.

## MEETING NOTES

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### 1. Meeting with H.E. Mohammad Salim Taraki, Mayor of Herat, in Herat Municipality

**Contact details:** tel. 0795 797979 m.salim\_taraki@yahoo.com

**Location:** Mayor's office in Herat Municipality

**Purpose of the meeting:** Introduce the LARA Project, enquire about current planning processes and ascertain the Mayor's opinion towards land issues and informal settlements.

#### Key findings:

- 1.1. Current planning processes: MUDA is preparing a Master Plan for the city of Herat. In 2010, the Minister of Urban Development Affairs visited Herat and promised a plan which will include all districts, formal and informal by 2011.
- 1.2. Informal settlements: out of the 33 municipal districts of Herat, 26 are informal, which results in ca. 75% of the city being informal. This is a great concern for the local authorities. The city is expanding rapidly and it is difficult for the Municipality to contrast this phenomenon. The development of both residential and commercial areas goes unchecked. The properties outside the old master plan are not registered, thus not paying *safa'i* tax. This makes it difficult for the Municipality to respond adequately to needs.
- 1.3. Land grabbing: Most people are settling on private land, bought or inherited from their families, but some more powerful figures are grabbing public land that is later developed as real estate. Allegedly some 90.000 *jiribs* of land have been grabbed for both residential and commercial purposes in the province of Herat. In 2010, the local government including the municipality started a process of restitution of the grabbed land, but this turned against the involved players including the Mayor who is now facing the prosecutors. There are many loop holes in the current laws. This failure has made land grabbers even more confident of their impunity.
- 1.4. Priorities:
  1. The development of a city plan (Master Plan)
  2. Funds for the expropriation of land in order to implement the Master Plan
- 1.5. Basic services: Allegedly, the water network serves 90% of the population of Herat, power reaches 90% of the houses, and many streets are also asphalted – these figures include informal settlements. As for solid waste management, the Mayor claimed that while informal dwellers do not pay the *safa'i* tax, it is the Municipality's duty to collect the garbage from the whole city. Everyday some 600m<sup>3</sup> of solid waste are collected by the Sanitation Department. Municipal trucks carry out a round per day in the formal areas, but up to 3 rounds per day in the informal areas. This is because in these areas there are no set collection points for garbage disposal and the accumulation of waste becomes an environmental concern. While the Kabul Sanitation Department has received numerous garbage trucks and support by donors, in Herat the municipality is severely underequipped. They urgently need trucks because they only have 16 trucks for the entire city. RAMP-UP will be soon investing \$400.000 to cover drainage channels in the city centre, but much more is needed.
- 1.6. Revenue improvements: earlier this month, UNDP organised a workshop to present their "Tax Mapping" project and have started property registrations in District 4. The Mayor seemed very satisfied about this project. This project trained 20 municipal employees for 17 days and that training was perceived as very helpful.

- 1.7. Urban planning: the key concern of the Municipality is the lack of land use plans, without which the city has no development guidance, nor can plan the provision of public facilities. The lack of public facilities affects also formal areas.
- 1.8. Representation mechanisms: Herat has an advisory body constituted by the *shura umumi*, known also as the “High Advisory Council”, which reunites 69 well-respected professionals, academics, religious leaders, entrepreneurs etc that meet on a fortnight basis. This advisory body draws upon traditional community representational mechanisms that start from the *mahalla*, to the *gozar*, up to the *Nahia* (District) and finally to the *shura umumi* at the city level. The *shura*, subdivided in 6 sections, comprises 10% women. The Mayor talked about public education and awareness programs in the city. He said that the Municipality has a monthly Magazine and a weekly TV program for the citizens. The community-based councils are very effective in delivering municipal messages.

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## 2. Meeting with Barry Reed, CoP, and Abdul Qadir Akbari from RAMP-UP West

**Contact details:** Barry Reed tel. +93 0794951585, barry\_reed@ramp-up-west.org;

Abdul Qadir Akbari tel. 0700 461346/0799 184938, adbulqadir\_akbari@ramp-up-west.org

**Location:** RAMP-UP Office

**Purpose of the meeting:** Introduce LARA to the RAMP-UP team, meet their new CoP, learn about their activities in Herat and explore opportunities for future coordination

**Background:** The three-years ‘Regional Afghan Municipalities Program for Urban Populations’, known as RAMP UP, seeks to support the Afghanistan government by 1) increasing the capacity of local-level officials, managers, and staff to perform their core responsibilities; 2) improving municipal service delivery and enhance citizens’ perception of municipal governance; 3) improving budgeting systems and streamlining tax collection to increase municipal revenue. RAMP-UP is implemented by Chemonics in the South (we have already met with Mark Nolan and Danny Hill, respectively CoP and DCoP of RAMP-UP South, in early June) and Development Alternatives Inc (DAI) in the east, west, and north. The main institutional counterpart is the Independent Directorate of Local Governance (IDLG). RAMP UP provides the municipality with a fund that supports the implementation of service such as road paving, creation of parks and solid waste management.

### Key findings:

- 2.1. Scope of work: RAMP-UP has been designed to be a 3-year program, whereby the first year is set and the following two are “optional”. Their activities will focus on the 4 provincial capitals of Herat, Farah, Ghor (Chaghcharān) and Baghdis.
- 2.2. Basic infrastructure & services: RAMP-UP will be providing a yearly Infrastructure Fund to each municipality to be used for “Quick Impact Projects”, i.e. expeditious, high visibility and rapid impact interventions. They will be focusing on one key service in each municipality and providing water infrastructure in those towns water supply still falls under the umbrella of responsibilities of the municipalities, such as in Chaghcharan and Farah where AUWSSC (the Afghan Urban Water Supply and Sanitation Company) has not yet been established.
- 2.3. Selection criteria: The priorities for the Quick Impact Projects were identified by the Mayor and his staff. Out of a long wish list, they agreed on drainage channels and culverts in the city centre, greenery and public toilets. The selection criteria have been: quick implementation (max 2-3 months) and highest impact on people. If this year the process has been top-down, the team will be soon engaging community representatives to initiate more participatory decision-making processes.
- 2.4. Capacity-building: RAMP-UP will be embedding 9 technical people in each municipality, tasked to enhance municipal capacity to implement services and infrastructure, including waste collection

and disposal. In the 2<sup>nd</sup> phase, they will be placing 3 people in each *Nahia* to help in the management of their own dedicated Infrastructure Fund, also known as their “anchor service”, according to municipal plans. According to Abdul Qadir Akbari, there have been many capacity-building initiatives targeting local institutions – some of whom have become “counterproductive” and a waste of time.

- 2.5. Surveys: A ‘Citizen Survey’ is underway – on the lines of what RAMP-UP South produced in 2010 for Kandahar and KCI produced earlier this year for Kabul. This exercise will be repeated in all 4 districts every year to monitor citizen’s attitude towards the municipality. Findings will be shared with us in due time (*after the meeting Barry sent us their questionnaire format*).
- 2.6. Revenues: RAMP-UP is also conducting an internal survey to assess the capacity of the municipality, particularly in the realm of financial administration.
- 2.7. Urban planning: MUDA’s Department for Urban Development is developing a Master Plan for Herat, after which a planning team will be tasked to draft detailed city plans. The Governor has drafted a ‘20 year Vision Plan’ for Herat that we should refer to. We should also contact Eng Herari in KM who has attended the Urban Management and Analysis course held by the University of Florence.
- 2.8. Mapping: UNDP is currently conducting a Tax Mapping pilot project in Herat (*we were provided the details of a contact person from their Afghanistan Sub-national Governance Programme (ASGP)*).
- 2.9. Priorities: allegedly, the Governor of Herat is exerting pressure on the Herat Municipality to: (1) adopt of a financial system, (2) develop a Master Plan, (3) locate a landfill site.
- 2.10. Coordination: RAMP-UP is coordinating with MUDA, Water Department, Economic Directorate, NGOs that are supporting HM, PRT, GIZ. The Mayor has a very active advisory board that meets on a monthly basis.

**Follow-up:** Keep in close contact concerning the outcomes of their needs assessment, capacity-building efforts and investments in each of their target municipal districts.

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**3. Meeting with Eng. Feridun Sarwary, Deputy Director of the Department of Urban Development Affairs (DoUDA, i.e. MoUDA’s Provincial office).** *Note: The Director, Eng A. Rashid ‘Mohtasib Zada’, was absent.*

**Contact details:** mudh\_herat@yahoo.com

**Location:** DUDA Office

**Purpose of the meeting:** Introduce LARA to the staff of the Provincial office of MUDA, learn about their activities and assess basic needs

**Key findings:**

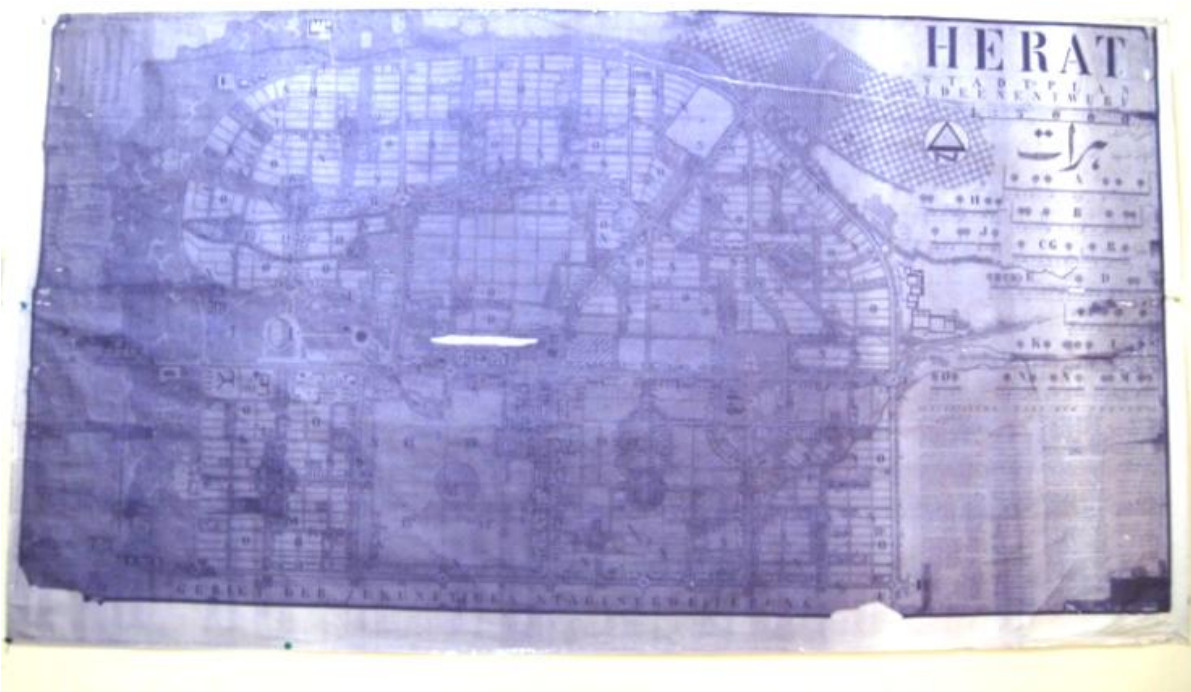
- 3.1. Human resources & capacity: prior to recent restructuring, the Herat office was covering the four provinces of Farah, Baghdis, Ghor and Herat. The new offices need to be staffed. This will affect the technical and administrative employees that are currently working in Herat (25, of which 4 women), some of which will need to relocate. The Herat office will not be regional office anymore and it will have 15 employees, 10 of which technical and 5 administrative.
- 3.2. Capacity building: They have undertaken GIS training classes and obtained a certificate. Another GIS course is due to start soon. The most recent capacity-building initiative has been the urban management training course organised by the University of Florence which was attended by professionals from HM, DoUDA (including himself) and Herat University. One of the activities





focused on the collection of city-wide socio-economic data which is the process of being analysed in Florence (*see below*). They do not need English or IT courses anymore, but technical training provided by high-level instructors.

- 3.3. Equipment: Staff uses 12 laptops equipped with AutoCAD, a plotter (provided by PRT, it needs servicing and cartridges) and GPS receivers. Their office has internet.
- 3.4. Surveying: Staff of HM and DoUDA have been working with students from Herat University (HU) to collate survey data on a random sample basis throughout the city. Questions covered living conditions, services, travel distances and traffic. They had a first presentation at HU. The data is now being analysed by Prof Mirella Loda staff under the auspices of the Florence University. She is due to return to Herat this summer to submit their findings. Allegedly, one of the priority needs expressed by people is the construction of libraries.



- 3.5. Planning: The Herat Master Plan (see image above) was designed in the 1960s for 200,000 inhabitants and had 9 municipal districts. Only 40% of the plan was actually implemented and today the population is thought to be over 600,000. MUDA is now engaged in reviewing the MP. They have set up 5 technical groups.
- 3.6. Major infrastructure works: Apart from the new railway connecting Mashad to Herat, two major road projects are being planned to ease traffic congestion and improve the transport of goods within and around Herat. The first is a 20km ring road devised to “ring fence” the development of the city. The second is a 60 km long and 70m wide ‘Express Way’ bypassing the congested city to connect the Islam Qala road via the Airport, the new Industrial Park and marble mines to the road which goes to Baghdis.. According to Eng. Sarwary, property expropriation would not be a problem. The idea is to setup a partnership with the private sector. The Government would sell a fascia of 100m of land on either side of the road to private developers, in order to provide the funds necessary for the compensation of the properties (270m wide). The Ministry is in the process of consulting cadastral



surveys but they urgently need a recent aerial map to establish the best route and the properties that would be affected. This is their most urgent requirement.

- 3.7. **Informal settlements:** There are two types of informal developments: (1) illegal *shahraks* (i.e. new cities, a phenomenon common also in other Afghan cities), whereby private developers acquire 200-300 *jiribs* of land that is then subdivided and developed, and (2) spontaneous settlements built by the citizens and returnees attracted to the city. In the case of the *shahraks*, the authorities will often discuss with the developer which minimum requirements have to be met, especially in terms of road standards. According to Eng. Sarwary, most of these are built on private land, but there is no legal process in place. He added that even if it was built on public land, the government would not be able to remove them and would have to approach the developer to negotiate.
- 3.8. **Priorities:** The Department's most urgent need is the most recent geo-rectified aerial map of Herat without which the planners cannot conduct their work. They have developed a proposal for professional and technical training costing \$57,000, which was submitted to the PRT, but there has been no follow up. They have not had any success with RAMP-UP either. On their wall was hanging a 2004 aerial picture provided by AKTC that is now completely out of date (*note that their presentation on the ring road was based on the 2004 aerial picture*).
- 3.9. **Coordination:** DoUDA has regular meetings with HM, sometimes up to 2-3 times per week. Eng. Feridun Sarwary was familiar with UNDP's Tax Mapping project, but he had never heard of RAMP-UP's survey initiative or its property registration component.

**Follow up:**

- a. Contact Prof Mirella Loda, University of Florence, to obtain information on the current state of the survey analysis, confirm their next mission dates and discuss their future objectives. *Note: Anna has already started the correspondence with Prof. Loda in mid June to ask details about the urban management training course. Will follow up.*
- b. Meet ASAP the planning team in MUDA (Kabul) that is working on the Herat city plans

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#### **4. Meeting with Mr Nasim, Head of the ARAZI Office of Herat Province**

Attended by: Najibullah Wardak, LARA

**Contact details:** Tel.: 0799 29 66 68

**Location:** Arazi office

**Purpose of the meeting:** Introduce LARA to ARAZI in Herat and learn about the status and operation of the office

**Key findings:**

- 4.1. **Present capacity:** Mr. Nasim has been working in the Herat office for 26 years. He studied geodesy and cartography and is very much familiar with the issues related to his office. The office has many technical and administrative problems and no one has considered improvement of this office in the last 10 years. The administration of the office is very weak and does not have any regular reporting and filing systems. The office has one computer and he was not sure which office is actually using that computer. The technical section of the office is staffed by two people and is not equipped even with simple tools such as tape, rulers, drawing table, GPS and others. According to the organization chart they have 37 employees, 8 of which working in Head Office and the remaining working in each district (rural). There are 15 districts in Herat province. This office has recently leased out 24,000 *jeribs* (1 *jerib* = 2,000 m<sup>2</sup>) of governmental land to private entrepreneurs and they have only two people responsible for this process – definitively not enough to do the job properly.

- 4.2. Office space: Mr Nasim said that somehow they are under the Agriculture Department of Herat Province which is not cooperative at all. Adequate working space is an issue since they do not have permanent office and they are changing location almost once a year. The current office space is within the premise of Agriculture Department which looks like a 50-60 years-old building. In the current location, the Agriculture Department has 24,000 m2 of land, enough space to accommodate several buildings. They have requested permission to build a permanent office on this land.
- 4.3. Land records: Mr. Nasim stated that ARAZI holds around 3,000,000 land records but does not have proper archives to store them. If they need to find the land registration information of an entity or individual it takes days to find it because of their disorganized archiving system.
- 4.4. Land allocation: He added that in the ‘Settlement Committee’ they do not have any representation, or at least they have not been assigned to any Committee so far. They do have one Settlement Committee in Herat but all the members of that Committee are from the HQ of ARAZI in Kabul.
- 4.5. Priorities: At the end he prioritizes his expectation and needs as below:
  - a. Office space
  - b. Review and changes to the organization structure and chart of the office
  - c. Land records management and archiving
  - d. Training and capacity building programs
  - e. Equipment
  - f. Computerization of certain processes.

**Follow up**: Dr Najib promised to keep in touch about providing assistance (but clarified that LARA will not be able to support the construction of the new building).

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## 5. Meeting with H.E. Dr Daud Saba, Governor Herat Province, IDLG.

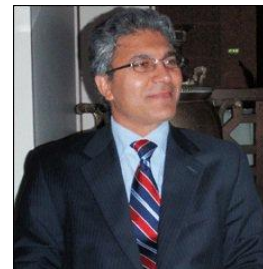
**Contact details**: tel. 0798 195990, daudsaba@yahoo.com

**Location**: Governor’s Office

**Purpose of the meeting**: Introduce LARA to the Governor and ascertain his opinion towards land issues and informal settlements in Herat.

**Background of the Governor**: Dr. Saba (1964–), who is an Afghan Canadian National, holds a M.Sc. degree in Economic Geology and a Ph.D. degree in Earth Sciences, with over 20 years of experience in international development, natural resources and environmental management, with a focus in Afghanistan.

He has worked with many international firms and implemented projects in most of the provinces of Afghanistan. Recently, Dr. Saba has served as the Human Development Advisor to the President of Afghanistan, which provided him with a thorough knowledge of development issues and priorities of the country. President Karzai appointed Daud Saba as governor of western Herat province as the former governor, M. Yousuf Nuristani, was running for parliamentary elections (source: “Who is who in Afghanistan”, <http://www.afghan-bios.info>).



### Key findings:

- 5.1. Land issues: In the Governor’s opinion there are too many entities involved in land, none of which has been effective. Lack of coordination is paramount. MAIL has been a total failure. There is a lack of political will to address the extent of land grabbing and the lack of clear authority. Ten years have been utterly wasted. The Government has yet to establish clear coordinates for any boundary, including country borders. Decision-making is concentrated in Kabul despite the fact that the provinces would be perfectly capable to sort out some of these issues themselves.

- 5.2. Land grabbing: in 2010 some 28.000 ha of land were reclaimed from land grabbers but the only result of that decisive action was that the Governor and his team are being prosecuted. He has totally lost confidence in these processes.
- 5.3. Land registration: resources need to be spent in the setup of a central land registry, accessible from the provinces – because he accepts that everything is centralized. The first priority is to distinguish between government and private land.
- 5.4. Informal settlements: The spread of informal areas is a “shame” for MUDA. Every single city in Afghanistan has yet to receive its new Master Plan. Herat is hoping to have one by 2011. Its 1954 Master Plan was designed for 200.000 people, nowadays the city is “out of control”. Tension is rising due to the poor road network and traffic jams. The priority is to “define the boundaries of the city, only then the authorities can decide what to formalise and improve”. The ring Road will help to limit the growth of the city. It is too early to invest in the formalisation of land and urban upgrading. Asked about the costs of implementing the Master Plan and if anything could be done to improve living conditions in informal settlements, the Governor clearly stated that no slum upgrading would happen under his watch. The Master Plan needs to reflect to the needs of the people.
- 5.5. Vision for Herat: Dr Saba has developed a 20 years Vision Statement for Herat. Its key points are: a new road bypass for the transportation of goods linking together the different economic nodes to the South of the city, the protection of the historic city, the development to the west of the city with high rises to ease the pressure from the rest of the city, and then – only then – bring services to each municipal district. The Governor boasted that many innovative companies have opened offices in Herat, among them IT companies such as Google, YouTube and IBM, making it the technological hub for the region.
- 5.6. Urban Planning: Last year, in response to the Governor’s frustration towards the slow pace of the Master Planning process, H.E. the Minister of Urban Development visited Herat and assured all stakeholders that MUDA would have a plan ready by 2011.
- 5.7. Consultation processes: the Governor and Mayor avail themselves of the support of an Advisory Board (the so called “High Advisory Council”) as well as the opinion of various well-respected members of the civil society.

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## **6. Meeting with Jim Wright, Senior Development Officer, and M. Ishaq Shiwani from USAID Western Region**

**Contact details:** Jim Wright: tel. 0793 370768, james.s.wright@ugov.gov

and M. Ishaq Shiwani: tel. 0797 999778, mohammad.i.shiwani@ugov.gov

**Location:** Nazari Hotel

**Purpose of the meeting:** Introduce LARA to the USAID Western Region staff

### **Key points of discussion:**

- 6.1. Mr Wright expressed his interest in a program that might focus on the western region, since they have a feeling that most of USAID efforts are being concentrated to the east and south of the country.
- 6.2. Coordination between USAID & LARA: They asked for the details of the NGOs who would be working with us in Herat. Their office might offer them support. Communication is paramount because they will have to report on the on-going activities.
- 6.3. Role in the region: USAID Western Office is organised in 6 departments: Economic growth, Democracy and Governance, Agriculture, Infrastructure, Health & Education, and Stabilisation. LARA would somehow fall under all of the above. The reference officer for Democracy and

Governance is a certain Jeannette Vaile (?), who is also the COTR for RAMP-UP. USAID fields programme officers in each province. They also have a development advisor in the Italian PRT and another at the USA base. Their key activities are: coordination, assistance and facilitation.

**Follow-up:** Keep in touch, send list of NGOs who might be working with LARA in Herat, and inform prior to presentation to Development Committee (*see below section 11.1*).

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## **7. Meeting with Atul Shekhar, Regional Project Manager, and Ahmad Shahir Salehi, Regional Municipal Specialist, ASGP UNDP.**

**Contact details:** Ahmad Shahir Salehi: tel. 0703 333212, ahmad.shahir.salehi@undp.org

**Location:** UNDP compound

**Purpose of the meeting:** Introduce LARA to the UNDP staff, learn about their activities

**Background:** *The Afghanistan Sub-national Governance Programme (ASGP) was initiated in 2006 and is due to be completed by the end of 2011. It operates at central, provincial, district, and municipal levels focusing on the institutional restructuring and rationalization to ensure a fiscally sustainable public administration and the strengthening of the Independent Administrative Reform & Civil Service Commission (IARCSC). The programme has four major components: (1) Policy Development, (2) Capacity Development, (3) Representative Democracy and (4) Programme Management.*

*ASGP II (2010-2014) is the 2nd phase of ASGP - a demand-driven program based on the lessons learned and extensive consultations with government partners at both the central and provincial levels. ASGP II will scale up its policy development and implementation activities in the provinces; build up national capacity building of IDLG; provide assistance to provincial, district and municipal administrations and respective councils; support to local coordination mechanisms at the provincial and district levels, and increase the Municipalities' capacity to collect revenues and deliver basic public services. ASGP is funded by the DFID, Swiss Development Services, Ausaid and UNDP's own core resources.*

### **Key findings:**

- 7.1. Timeframe: ASGP is currently completing its first year of five (the program is due to end in 2015).
- 7.2. Capacity-building: UNDP is the key supporting agency of IDLG. ASGP consultants wrote IDLG's initial scope of work, launching a reform plan and writing up a policy document. The program supports civil service development training and public administration reform (pay grading, recruitment etc). In 2009/10 AGSP entered its 2<sup>nd</sup> phase and opened provincial offices. In Herat Municipality, they support revenue enhancement, participatory coordination and institutional reform/restructuring. They will be helping the Mayor/Governor to open a bank account into which UNDP will be making contributions and will help the municipality to manage funding.
- 7.3. Tax mapping: they trained 20 staff members for 17 days and started a pilot in 2 areas of District 4. Their surveyors measured the properties and are recording the data in purposely installed (Access) databases in the revenue department. They have drafted a procedures' manual.
- 7.4. Communication: ASGP has also launched the "Clean City" environmental awareness-raising campaign targeting schools.
- 7.5. Institutional assessment & surveys: in 2010, ASGP conducted a Rapid Institutional Assessment of the Municipality and a Customer Service Satisfaction Survey. This year they are conducting a Capacity-Building Assessment which will take a few more months to complete and evaluate.

**Follow-up:** keep in close contact and confirm willingness to share information and data on the above-mentioned surveys and institutional assessments.

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## **8. Meeting with Mr Farid Ahmad Farahmand, Organization of Social Development (OSD)**

**Contact details:** Farid Ahmad Farahmand, Director

**Location:** OSD's office

**Purpose of the meeting:** Introduce LARA to a possible project implementation partner, as well as provide details of Component 4.

**Organisational mission:** build awareness and provide rehabilitative services for women and men dealing with poverty, injustice and drug addiction

**Follow up:** add to the list of RfPs related to inclusive land rights and land dispute resolution.

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#### **9. Meeting with Ms Zahra Hasanpur, Women Activities & Social Services Association (WASSA)**

**Contact details:** Zahra Hasanpur, Managing Director

**Location:** WASSA's office

**Purpose of the meeting:** Introduce LARA to a possible project implementation partner, as well as provide details of Component 4.

**Organisational mission:** facilitate social improvement for all people in Afghanistan through strengthening civil society, gender mainstreaming and promoting conflict resolution

**Follow up:** add to the list of RfPs related to inclusive land rights and land dispute resolution.

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#### **10. Meeting with Ms Jamila Khrosrawi , Herat Social Women's Council**

**Contact details:** Jamila Khrosrawi

**Location:** HSWC's office

**Purpose of the meeting:** Introduce LARA to a possible project implementation partner, as well as provide details of Component 4.

**Organisational mission:** maintain a legal services network assisting women in the Herat region resolve family and related disputes include land conflicts.

**Follow up:** add to the list of RfPs related to inclusive land rights and land dispute resolution.

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#### **11. Meeting with Eng. Abdul Naser Aswadi, Director General of the Herat Department for Economic Development and Head of the Governor's Development Committee**

**Contact details:** ...

**Location:** Water Department

**Purpose of the meeting:** Provide an overview of the LARA project

**Background:** *The Department of Economy is responsible for supervising, monitoring and reporting on matters related to the economy. It acts as the secretariat for the development projects in the province.*

**Findings:**

11.1. Purpose of the Development Committee: The committee, chaired by the Governor, comprises representatives of 8 provincial directorates including health, education, infrastructure and justice as well as the Herat PRT, internationally funded projects, contractors and local NGOs.

The purpose of the committee is for members to share information about activities and identify coordination opportunities. It also enables Herat government entities to provide information to contractors and projects as they plan their work in the Province. The committee meets on a monthly basis and Eng. Aswadi offered to convene a meeting in the future for ARD to present the LARA project to the membership, if we start our work in Herat. He also issued an invitation for ARD LARA to attend the annual Herat Development Coordination Conference on July 6th. The conference will be sponsored by UNAMA and has the theme of the Vision of the next 20 Years for Herat.



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